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ABSTRACT

Negotiation experiences of Western Michigan University (WMU) with the American Association of University Professors (AAUP) as bargaining agent are described. The important issues, sequence of major events and issues, and the changing governance role of the departmental chairperson and heads are discussed. The goal of the paper is to improve understanding of the higher education negotiating process when the governance role of faculty and administration changes from the collegial model to the conflict model. Information was obtained from interviews of faculty and administrative personnel, from documents from the university's administration, from the AAUP local chapter newsletter, from newspapers, and the student paper. The paper also deals with the following topics: background information of WMU; the chronological listing of events prior to unit determination, events prior to signing the first contract, and events for the first year after the first contract; and the governance role of the departmental chairperson. The major issue in WMU's negotiations between the AAUP and the administration were salary and fringe benefits and departmental governance. The AAUP desired to have a more active role in the allocation of economic resources and at the same time maintain all the benefits of the collegial governance process as it existed before the bargaining unit was formed. Negotiating the first contract was very difficult because the faculty did not want to trade any benefits prior to negotiations to gain increased economic rewards or additional voice in the university governance. (SW)

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Collective Bargaining In Higher Education:

The Western Michigan University Experience

by

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Introduction

Collective bargaining in higher education is a growing concern to both faculty and higher education administrators. The May 31, 1977 issue of The Chronicle reports 544 institutions have contacts with all or part of their teaching faculty. The purpose of this paper is to present the Western Michigan University (WMU) negotiation experiences with the American Association of University Professors (AAUP) as bargaining agent. This paper will attempt to highlight the important issues, describe the chronology sequence of major events and issues, and describe the changing governance role of the departmental chairperson and heads. This information is intended to provide the reader with a more realistic understanding as to what the negotiating process is like in higher education when the governance role of faculty and administration changes from the collegial model to the conflict model.

The case study approach was used as the research model for the paper. Information used in the paper was from interviews of faculty and administrative personnel; from documents from WMU's President; from documents from the Vice-President of Academic Affairs; from the WMU - AAUP Letter which is the local AAUP Chapter newsletter; from the Western Herald, the WMU's student paper; and from the Western News, WMU's Information Service Office newspaper.

The remaining sections of the paper will deal with the following topics: (1) background information of WMU; (2) the chronological listing of events prior to unit determination; (3) the chronological listing of events prior to signing the first contract; (4) the chronological listing of events for the first year after the first contract; (5) the governance role of departmental Chairperson; and (6) a brief summary and discussion.

Background Information On WMU

In order to better understand and interpret the issues and events that WMU faculty and administrators experienced from 1975 to the present, a discussion of the hisotry and growth of WMU is important. This section of the paper will present the history of the University and Graduate Education, the Enrollment Trends, and the Governance of WMU.

The University and Graduate Education

The following brief history of WMU is from The Graduate College Bulletin:

> Western Michigan University was established by the State Legislature in 1903. Although the University has continued to meet its initial obligation, the preparation of teachers, the growing educational needs of the State have changed the role of the instituion to that of a multi-purpose university. Students today may enroll in graduate programs in the Colleges of Applied Sciences, Arts and Sciences, Business, Education, Fine Arts, and Health and Human Services, as well as in the Schools of Librarianship and Social Work. The University's enrollment for Fall, 1976, was 21,033 with 3,944 enrolled in seventy-seven graduate programs.
>
> Graduate programs were first offered in 1938 in cooperation with the University of Michigan. This cooperative program continued until 1952, when the State Board of Education authorized Western to grant its own master's degree. With rapidly increasing enrollments, new master's degree programs were initiated. Today Western Michigan University has sixty-one master's degree programs. Master of Arts degrees are awarded in twenty-five programs in the following general categories within the College of Education: Audiovisual Media, Counseling and Personnel, Curricula in Teaching, Early Childhood Education, Educational Leadership, Physical Education, Reading, Special Education, Teaching in the Community College, Teaching the Economically and Educationally Disadvantaged, Teaching in the Elementary School, and Teaching in the Middle or Junior High School. Nineteen other educational programs at Western also lead to the Master of Arts degree: Anthropology, Art, Biology, Chemistry, Communications Arts and Sciences, Dance, Economics, English, Geography, History, Home Economics, Modern and Classical Languages, Mathematics, Medieval Studies, Physics, Political Science, Psychology, School Psychology, Sociology, and Speech Pathology and Audiology.

The University also offers the Master of Science degree in Accountancy, Applied Statistics, Biostatistics, Business, Computer Science, Earth Science, Geology, Librarianship, Operations Research, Paper Science and Engineering, and Technology, as well as the Master of Business Administration, Master of Fine Arts, Master of Music, Master of Occupational Therapy, Master of Public Administration, and Master of Social Work degrees.

In 1960 programs leading to the Specialist in Education degree were introduced. This degree was offered in Educational Leadership, Counseling and Personnel, Special Education, and School Psychology. In adition, the University offers Specialist in Arts degrees in Business Education, History, Librarianship, Mathematics, and Science Education.

Doctoral programs were initiated in 1966 and were fully accredited by the North Central Association in 1971. Western Michigan University offers doctoral programs in eight areas. The Doctor of Education degree is offered in Educational Leadership, Counseling and Personnel, and Special Education; the Doctor of Philosophy degree is offered in Chemistry, Mathematics, Sociology, Science Education and Psychology.

It should be noted that the growth pattern of WMU is very similar to many other state colleges that became universities in the 1960's.

Enrollment Trends

During the decade from 1960 to 1970, WMU not only increased its scope to a multi-purpose university, but increased in size from a 9,545 student enrollment in 1960 to 21,713 in 1970. This was a 227 percent increase (12,168 students). From 1970 to 1976 the student enrollment dropped 680 students and a drop in enrollment is expected in 1977. Also, during this time the off-campus continuing education program has grown considerably. The enrollment decline will become a factor during the contract negotiations and will be an issue in an unfair labor practice suit during the first year of the contract. The contract states that WMU may institute layoff procedures when the student/faculty ratio drops, or is projected to drop, below 17.1/1.

Governance of WMU

During 1973 and 1974 two important changes in top administrative positions took place at WMU. In 1973, Stephen R. Mitchell assumed the position of Vice-President for Academic Affairs and in 1974, John T. Bernhard assumed the position of President of WMU. Both of these men replaced persons who had held these positions for 10 years or more. These important administrative changes came when open communications between the faculty and administration was needed. The year of 1974 was the beginning of the change from an expanding institution to one in which enrollment decreases were projected and the Michigan legislature was reducing the revenue allocation to higher education below the inflationary rates.

WMU's Faculty Senate was an active organization in the administrative process. It had important councils for budgeting and finance, campus planning, and educational policies. The important standing committee of the Faculty Senate were the Executive Board, the Professional Concerns Committee, the Salary Committee and the Faculty Relation Committee. The Faculty Senate held an important part in developing and recommending policies to the administration and Board of Trustees.

Departmental governance was also an active collegial process but not all department heads were practicing this process. Department faculty have had the power to recommend faculty members for tenure and advancement, to appoint chairpersons, and to hire new faculty members.

Michigan collective bargaining law. Since 1965 all public employees in Michigan have had the right to organize for collective bargaining purposes. This is covered in Article 423 of the Michigan General School Law. This law also allows

for the creation of the "agency shop" and of procedures for handling unfair labor practices.

Presently, there are seven out of 13 public four-year institutions in Michigan with bargaining agents. These institutions with their bargaining affiliations listed in parentheses are as follows:

Central Michigan University (NEA)
Eastern Michigan University (AAUP)
Northern Michigan University (AAUP)
Oakland University (AAUP)
University of Michigan Teaching Assistants (AFT)
Wayne State University (AAUP)
Western Michigan University (AAUP)

Schedule of Events Prior to Unit Certification

The chronological list of events prior to the AAUP being certified as the sole bargaining agent is presented to show what the event and issues were and how the AAUP and WMU administration presented their positions on selected key issues. This time period is from March 28, 1974, to February 26, 1975.

March 28, 1974, the WMU Chapter of the AAUP filed petition for election of a faculty bargaining agent with the Michigan Employment Relations Commission (MERC).

September 12, 1974, the Vice President for Academic Affairs informed the faculty that a representative of the Michigan Employment Relations Commission (MERC) would meet with the administration and AAUP to discuss the hearings for unit determination. Major issues for the hearing were concerned with the status of temporary of part-time faculty appointments and the status of department chairpersons and heads. The hearings were scheduled for October, 1974.

October 1-2, 1974, MERC conducted hearings to determine unit composition.

September 25 to November 6, 1974. In a series of eight (8) newsletters the AAUP discussed the economic position of the faculty at WMU in relationship to other State universities. WMU ranked last or next to last out of 13 institutions (WMU is fourth in size). WMU also ranked next to last in percentage of raises given for 1974-75.

November 6, 1974. WMU-AAUP Letter indicated that local dues were $5.00/year.

November 19, 1974, WMU-AAUP Letter. AAUP stated that collective bargaining would allow faculty a greater voice in setting budget priorities and other institutional governance issues. Collective bargaining would preserve the collegial process.

January 29, 1975. The Vice President for Academic Affairs responded to WMU-AAUP Letters. He stated that some information was either inaccurate or incomplete. His major concerns were (1) the status of chairpersons or heads, (2) all past policies of the Board are negotiable and do not automatically become part of a negotiated ocntract, and (3) the role of the Faculty Senate.

January 29, 1975. The WMU-AAUP Letter stated:

"Caution: The Vice President for Academic Affairs has determined that collective bargaining may be hazardous to your health." This was in response to the Vice President's essay on the "University Governance and Collective Bargaining."

January 29 to February 20, 1977. Vice President for Academic Affairs sent to all faculty members a series of five essays dealing with collective bargaining. The titles of these essays are as follows:

1. "University Governance and Collective Bargaining"

2. "Collective Bargaining and Budgetary Issues"

3. "Collective Bargaining and Faculty Loads"

4. "Collective Bargaining and Financial Issues"

5. "Unionism and Professionalism"

The main themes of these essays were collective bargaining will not improve the economic position of the faculty, collective bargaining will affect the governance structure, and collective bargaining will affect the collegial process of governance.

February 4, 1975. WMU-AAUP Letter stated that collective bargaining will preserve faculty and departmental autonomy.

February 20, 1975. President John Bernhard sent an open letter to the faculty. His main concern was the changing role of governance between the administration and faculty. He also encouraged everyone to vote as they please and he stated that the administration would accept and accommodate any decision by the faculty.

February 26-27, 1975. Unit determination election conducted by MERC. The vote was 396 for AAUP, 355 for no agent, and 20 challenged ballots. Ninety-one percent of the unit voted in the election. Department chairpersons and heads were determined to be part of administration. It would be interesting to speculate on what would have happened to the outcome of the election if these 50-plus chairpersons would have been able to vote.

Schedule of Events Prior to First Contract Settlement

The period of time from the unit determination to the signing of the first contract was 19 months (March, 1975, to August 31, 1976). The major

events are as follows:

March 19, 1975, WMU-AAUP Letter. The AAUP and the WMU agreed to continue the following University policies:

1. The Faculty Grievance Procedure

2. The Graduate Awards and Fellowship Committee

3. The Admissions and Standards Committee

4. The Doctoral Major Advisors Selection Committee

5. The Research Travel Fund Committee

May 15, 1975. First meeting was held for collective bargaining between AAUP and the WMU administration. WMU presented to the AAUP a proposed contract without an economic package.

June 5, 1975, WMU-AAUP Letter. The Chapter stated that 62 percent (529 out of 848) of the bargaining unit have membership in the local Chapter. Dues still $5.00.

June 18, 1975. WMU-AAUP Letter reports that the local Chapter has retained the services of an experienced negotiator.

June 23, 1975, WMU-AAUP Letter. The Chapter Treasurer requested each member to contribute $25.00 to help defray the costs of collective bargaining. This amount would be credited to their 1975-76 dues.

The Bargaining Council Secretary in a report told the faculty that a great amount of work during the past two months has been accomplished by this Council. Also, he stated that, "The next stages of bargaining will surely contain difficult moments."

July 28, 1975. The WMU-AAUP Letter bargaining team presented their draft of a proposed contract.

August 27, 1975. The bargaining unit would start the fall term without a contract

September 8, 1975, WMU-AAUP Letter. The Chapter dues would be .008 percent of total wages paid by WMU. This amount would cover local, state, and national AAUP dues.

September 19, 1975, WMU-AAUP Letter. The WMU-AAUP local budget was set at $40,800.

September 26, 1975. The WMU Board of Trustees planned to pink slip 46 faculty members with temporary appointments. This could grow to 175 members according to the Vice President for Academic Affairs.

October through November, 1975. WMU-AAUP Letter contained features on comparing contract proposals, on the process of bargaining, and on impasse procedures to the faculty at large.

December 15, 1975. WMU-AAUP Letter reported that the WMU administration offered a 3.325 percent salary raise to the faculty for 1975-76.

December 17, 1975, WMU-AAUP Letter. The bargaining unit faculty compensation proposal was set at 20.15 percent for 1975-76 with a 7 percent raise in 1976-77. It was reported that 30 bargaining sessions between the AAUP and WMU administration had been completed to date.

January 26, 1976, WMU-AAUP Letter. Starting with the January 27th negotiations a state-appointed mediator would be present. Fifty percent of the bargaining unit was reported to be members of AAUP.

January 29, 1976, Western News. AAUP petitions to stop the faculty meeting that was called by the President. Meetings such as these were designed to circumvent and subvert the bargaining process was the reason given by the AAUP.

February 2, 1976, WMU-AAUP Letter. It was stated that 500 persons out of 830 members of the bargaining unit have signed a petition supporting the AAUP Negotiation Team.

February 5, 1976, Western News. Vice President for Academic Affairs stated that 71 faculty members who were pink slipped last fall would be rehired, 57 faculty positions would be terminated, and the remainder (50) were waiting information on the 1976-77 budget.

February 16, 1976, WMU-AAUP Letter. Faculty turned down by a vote of 409 to 0 the administration's contract offer.

February 19, 1976. AAUP files unfair labor practice charges with MERC against the WMU administration. Issues were the refusal of WMU to give the AAUP the necessary financial records and other unilateral actions by WMU on economic issues and working conditions.

February 24, 1976, Western News. The President of WMU sent a letter to the faculty to clarify the governance role and past practice of the University.

March 16, 1976, WMU-AAUP Letter. This issue was concerned with "decertification" of the bargaining unit being conducted by the Decertification Committee.

April 19, 1976, WMU-AAUP Letter. AAUP stated that the Decertification Committee was encouraging WMU to "stonewalling" tactics at the bargaining table.

April 23, 1976. AAUP filed for fact-finding with MERC. Due to lack of funds of MERC the parties would have to pay this cost ($3,000.00). WMU refused to pay their share. Issues for fact-finding were as follows:

1. Salary increases and increased fringe benefits for faculty members, including promotion increments.

2. Faculty security of employment.

3. Grievance procedure and binding arbitration.

4. Faculty participation in governance at the departmental level.

5. Application of past practice provisions.

6. Agency shop.

7. Inclusion of faculty in evaluation of administrators.

May 17-21, 1976. MERC held hearings on unfair labor practice charges.

May 24, 1976, WMU-AAUP Letter. The AAUP chief negotiator and two out of the five team members resign. The major reason given for these resignations was the amount of time required to perform this task.

June 7, 1976, WMU-AAUP Letter. WMU administration stated it would present a contract proposal for 1976-77 in the middle of July. They stated that the 1975-76 contract offer was in fact-finding.

June 29, 1976, WMU-AAUP Letter. WMU received only 1.8 percent increase in proposed state appropriation for 1976-77. The average increase for all four-year institutions was 3.6 percent. AAUP stated that the WMU had a crisis in leadership.

July 7-8, 1976. MERC held fact-finding hearings.

July 22, 1976. Fact-finder submits his report. The fact-finder recommended an 8.5 percent increase for 1975-76 in addition to the 3.325 percent granted and a 7 percent increase for 1976-77. He stated that past practices should be limited to those in effect January 6, 1975, as approved by the Board of Trustees. He recommended a limited scope binding arbritration grievance procedure, an agency shop, and that faculty should not evaluate administrative personnel other than academic administrators. Departmental governance by faculty was recommended and should be part of the Departmental Policy Statement of the contract.

July 23, 1976, WMU-AAUP Letter. WMU announced it would hire a person with the title of Assistant to the President for Collective Bargaining.

August 31, 1976. Collective bargaining agreement approved by the faculty.

September 17, 1976. WMU Board of Trustees approved agreement. Listed below are the highlights of the approved contract.

1. Returning faculty will receive a total economic package averaging around a 10.5 percent increase. This includes an 8 percent across-the-board raise. The remainder will be for the correction of salary inequities, for 74-75 and 75-76 promotions and for covering the increased cost of fringe benefits.

2. The equity adjustment article will be unique in the nation and will provide additional increments to those faculty whose salaries are below the University mean for their academic rank.

3. Faculty are guaranteed significant participation in governance. Departmental policy statements will be given official status.

4. The student/faculty ratio will not exceed 19.5/1. Faculty may be laid off if it goes below 17.5/1.

5. Three types of layoff are permitted: "under ratio" layoff, "reallocation" layoff, and "faculty reduction" layoff. Tenured faculty are not subject to reallocation layoff. Faculty who are laid off have recall rights.

6. There will be a grievance procedure with binding arbitration.

7. Faculty must hold "a reasonable number of regularly scheduled office hours."

Schedule of Events During First Year of Contract

The time period convered in this section is from September, 1976, to August, 1977.

September 27, 1976, WMU-AAUP Letter. The proposed Chapter budget for 1976-77 is $70,500.00. The yearly fee for members of the AAUP Chapter is .007 percent of yearly WMU wages. For non-members of the bargaining unit, the service fee was set at .007 percent of WMU wages.

October 26, 1976. Administration and AAUP agree to resolution of all matters pertaining to unfair labor practice charges.

January 28, 1977, WMU-AAUP Letter. Department faculties were presented with a time schedule for submitting departmental policies on the following topics:

Tenure and appointment and reappointment
Departmental budget allocations
Appointment and removal of department chairpersons
Workload
Teaching assignments and class schedules
Department degree requirements and curricular offerings
Departmental program development and discontinuance
Sabbatical leave and merit pay

February 4, 1977, Western Herald. WMU Board of Trustees passed recommendations as to the future role of the Faculty Senate. Its major role would be to formulate, review, and advise on all policies and other matters of concern to the University.

February 9, 1977, WMU-AAUP Letter. AAUP stated that administration refused to abide by the schedule for approving departmental policy statements. The administration's reasons for this decision were presented in a letter to the Chapter president on February 8, 1977. The Vice President for Academic Affairs stated the Chapter did not follow the guidelines and that the Chapter was not prepared for the February 4 meeting.

February 16, 1977, Western Herald. The President of WMU stated that between 17 and 61 faculty members would be pink slipped due to the projected student-faculty ratio dropping below the specified 17.5 to 1 ratio.

February 22, 1977, WMU-AAUP Letter. AAUP would file an unfair labor practice against WMU concerning the layoff of 16 professors. The AAUP claimed that the administration presented false data during negotiation on this matter.

March 17, 1977, Western News. The AAUP and WMU administration agreed to the role of the Faculty Senate. The agreement stated that the role of the Faculty Senate is ". . . freedom of debate and communication shall not impinge on the rights of the duly elected exclusive bargaining agent for the faculty, nor upon the rights of the University as employer."

April 5, 1977, WMU-AAUP Letter. The AAUP Chapter approved the hiring of a Chapter Executive Secretary-Negotiator. The cost of hiring this person could be covered by raising the dues to .008 (.001 percent increase) percent of total WMU wages. The adjusted budget for 1976-77 was raised to $80,281.00 ($9,781.00 increase).

April 13, 1977, WMU-AAUP Letter. The AAUP Chapter stated that WMU administrators performed poorly at the 1977 State budget hearings. This same conduct was reported to be true for the 1976 hearings.

May 11, 1977, WMU-AAUP Letter. The AAUP received a copy of the Proposed Rules of Conduct for Instructional Staff from the WMU administration. Violation of these rules could subject a faculty member to a formal written warning notice up to and including discharge. The Chapter believes these rules should be bargained at the table while WMU stated theses are management rights.

July 20, 1977, WMU-AAUP Letter. AAUP would take the issue of additional equity money to arbitration. WMU stated that this move would hold up completion of successor agreements until WMU knows the final cost of the arbitration.

August 4, 1977. No agreement has been reached on the 1977-78 contract. Vice President for Academic Affairs resigned from his position.

Governance Role of Departmental Chairpersons

The role of the departmental chairperson in relationship to the faculty in the department changed with the unit election. On March 11, 1975, WMU's President informed the AAUP and all departmental chairpersons that the administration would withdraw from all participation in the Faculty Senate. Also the chairpersons were informed by the Vice-President for Academic Affairs that they were to resign from all positions in the Faculty Senate. He defined their role as first-line university administrators and any action on their part in regards to bargaining could cause the University to be open to unfair labor practices.

On March 19, 1977, the chairpersons were informed that they were not to share with any faculty any information on faculty loads, travel budgets, enrollments, student/faculty ratios, and departmental budgets. If any faculty member requested the information they were to be referred to the Vice-President's office. Due to over-reaction on the part of some chairpersons, it was necessary for the President to write another memo stating that individual faculty members could see their class enrollments and any other information of concern to themselves.

Immediately after the first contract was signed, the central administration informed the chairpersons that they were not to discuss this with any faculty or interrupt any action of the new contract. Also, under no circumstances were they to participate, offer information, or discuss with the faculty any section of the departmental policies being developed. Central Administration was concerned

that the AAUP could file an unfair labor practice charge if the chairperson participated in these efforts.

WMU's Board of Trustees on March 18, 1977, defined the new role of the department chairperson. The three basic functions are leadership, managerial, and professional. The document states that the chairperson is the first-line administrator of the university. Also the chairperson is responsible to the dean and will serve an indefinite term at the pleasure of the dean.

Based upon the above discussion, the role of the chairperson is changing from that of a colleague to that of a "boss". If the present attitude of the central administration continues it is difficult to see how their leadership and professional role can be fulfilled.

Summary and Discussion

After receiving the documentation of the AAUP and WMU's administration, it is apparent that both parties assumed the adversary role. This was apparent as early as November, 1974, and was continued throughout the whole process. A great deal of this conflict appears to be for the purpose of gaining support of the faculty or that it was plain role acting as expected of both parties in the negotiating process. There were strained relationships between the faculty and the present Vice-President of Academic Affairs before the bargaining process began and some of these problems were carried over into the negotiation process.

The major issue in WMU's negotiations between the AAUP and the administration were salary and fringe benefits and departmental governance. The AAUP desires to have a more active role in the allocation of economic resources and at the same time maintain all the benefits of the collegial governance process as it existed before the bargaining unit was formed. Typically, the AAUP wants more and has nothing to trade for these wants. It is very difficult in negotiating the first contract because the faculty does not want to trade any benefits prior to negotiations to gain increased economic rewards or additional voice in the governance of the university. For negotiations to be successful there must be a give and take by both parties and the final result must end with no winner or loser.

Except during the 19 months to negotiate the first contract, both parties participated in the bargaining process in a normal manner. Changes and counter-changes about false information, the lack of administration in providing financial data, the unfair labor practice charge, and mediation and fact-finding are very common occurances in first time bargaining situations. The lack of overwhelming

support of the faculty as shown by the narrow majority in the unit determination vote and the decertification movement is most likely the reason for the 19 month period in settling the contract. The administration had time on their side in this situation.

The role of the Faculty Senate according to the documentation has been delegated to that of a body of scholars who will be able to debate issues, make recommendations, and advise the administration, but all real decisions regarding the faculty will be made at the bargaining table. It is too early to tell if this body will fade away or if it will become an important third party in the bargaining process. In some universities the Faculty Senate has become the neutral arena for both parties to state their viewpoints on issues before discussing them at the bargaining table.

Another key question is that of the change in the governance from the collegial model to that of the conflict governance model. It is difficult to determine is some of WMU's administration actions are part of their negotiation strategy or if they are an attempt to change the working relationship with the faculty to that of boss-worker. Such actions as publishing the "Rules of Conduct for Instructional Staff", and the checking to see that they are abiding by these rules does raise some concerns. Also, with the role of the departmental chairperson defined as first-line administrator, it does appear that the ground work is laid for changing from the collegial model to that of the boss-worker model.

A major concern for all faculty in participating or forming a bargaining unit is the great amount of time required to participate in this process. It

became so demanding that three members of the original AAUP's bargaining team resigned before the first contract was settled. The Chapter after its first contract hired a professional negotiator and executive secretary to help reduce the work-load and time factor of faculty members. Also, the economic cost of a bargaining unit is not cheap. The dues for the local AAUP Chapter went from five dollars in 1974 to .007 percent of total wages in 1976. For example a faculty member earning $20,000 in 1976 paid dues of $140 while in 1974 he/she paid five dollars.

In summary, it appears that WMU's experience with collective bargaining is somewhat successful. The bargaining process does appear to be changing the governing process with the most noticable change in the role of the departmental chariperson or head.